

# CADR NEWS

Office of Collaborative Action and Dispute Resolution  
U.S. Department of the Interior

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## *CNA YUO RAED TISH? - Trust in the Workplace*

**fi yuo cna raed tihs, yuo hvae a sgtrane mnid too**

**i cdnuolt blveiee taht I cluod aulaclyt yvednatnrd waht I was rdanieg. The phaonmneal pweor of the hmuan mnid, aoccdnrig to a rscheearchr at Cmabrigde Uinervtisy, it dseno't mtaetr in waht oerdr the ltteres in a wrod are, the olny iproamtnt tihtng is taht the frsit and lsat ltteer be in the rghit pclae. The rset can be a taotl mses and you can siill raed it whotuit a pboerlm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe. Azanmig huh? yaeh and I awlyas tghuhot slpeling was ipmorant!!**

You may have seen this paragraph before. I love to use it to show people how powerful our brains are. You did not have to shift into a special gear to be able to read this paragraph. Your brain did it for you quickly and automatically. Our brains are "meaning making machines." Our brains are constantly making sense of what is going on around us all the time. We don't have to ask it to do so. It just does it.

There is a difference between that paragraph and the world around us. All the information we need to read each of those words is contained right there in each packet of jumbled letters. So when you look at that jumbled group of letters, your brain assembles them into intelligible words almost as fast as you can read.

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## *CADR LEADERSHIP NOTES*

Welcome to the first CADR newsletter for 2010. As we begin another year, it is a good time to reflect on our accomplishments and lessons learned and set our collaborative action and dispute resolution goals for 2010. This newsletter focuses on cooperative approaches to managing conflict and engaging external parties in our planning, problem-solving and decision-making processes as we tackle some of our nation's most pressing issues and challenges.

As you read these articles you will see examples of a wide variety of public engagement and conflict management tools and techniques available to us as federal employees, ranging from early and consistent information-sharing and solicitation of input, to collaborative decision-making, and the use of conflict resolution processes to prevent, narrow or resolve litigation. The stories in this newsletter only begin to scratch the surface of what many of you have done and are doing in this realm. The President's Memorandum of January 21, 2009, commits to making the Federal government more open, transparent, participatory and collaborative. We look forward to working with all of you during 2010 to further this goal and to continue our progress towards making DOI a collaborative organization where dissent and diversity of perspectives are welcome, differences are respected, and the results are evident in the quality and effectiveness of our policies, decisions and solutions.

Finally, we are happy to introduce two new members to the CADR Team. Richard Fields has joined CADR from the Office of the Solicitor's Division of General Law and will be taking on the role of Senior CORE PLUS Coordinator. We are also happy to announce that Saman Hussain has joined the CADR staff from the Office of the Secretary Management Intern Program. Saman previously served a rotation in the CADR Office during her intern program and we are happy to have her joining us to lead CADR's efforts related to Government-to-Government consultation. Please join me in welcoming Richard and Saman. Expect more articles and information from both on the status of DOI's efforts.

Elena Gonzalez, Director of CADR



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## Trust in the Workplace - continued

When we look at things in the world around us, all the information is not there in discrete packets. Much information is missing. Our brain doesn't mind! Our brain just fills in all the missing information and tells us what is really going on around us! The problem is that the missing information our brain fills in is often inaccurate or misleading.

One of our challenges in creating trusting workplace relationships is teaching people how to recognize when their brain may be giving them false assumptions, meanings or conclusions about a person or situation. The answer usually requires exceptional communication skills; in particular, excellent listening skills. The first skill, however, is recognizing how powerful our brains are in creating meaning from the world around us.

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### GENERATIONAL MIX IN THE WORKPLACE

#### Breakdown of DOI Workforce by Generation:

Traditionalist (Born 1922-1945)  
4%

Baby Boomers (Born 1946-1964)  
54%

Generation X (Born 1965-1981)  
32%

Millennials (Born 1982-2002)  
10%

## Generational Mix in the Workplace

The Rolling Stones or U2? Dallas or Grey's Anatomy? Mash, Cheers, Friends or the Family Guy? While personal preferences will certainly play a large part in how you answer these questions, more than likely what generation you were born into will also play a role. Recognizing that cultural differences among multiple generations in the workplace can lead to tension and conflict, the CADR Office recently hosted the latest installment of its Collaborative Conversation and Cooperative Resolution Dialogue series, inviting two employees of the Federal Mediation and Conciliation Service to speak to DOI employees about Generational Mix in the workplace.

The Federal workplace today consists of four somewhat identifiable generations: Traditionalists or Matures (born before 1946), Baby Boomers (born 1946-1964), Generation X (born 1965-1981), and Millennials (born 1982-2002). There are also individuals who feel they are straddling more than one generation who are called "cuspers" or can be divided into further generations, such as The Jones' Generation between Baby Boomers and Generation X, and Generation Y between Generation X and Millennials. This mix of generations in the workplace presents unique opportunities for different generations to interact and unique challenges when generational traits and values collide.

"Young employees are demanding that they be given productive tasks to do from the first day of work, and that the people they work for notice and react to

their performance." Does this sound like a sentiment you've recently heard or thought yourself? Would you be shocked to discover that the above quote actually comes from an issue of *Fortune Magazine* published in April of 1969?

While it would be easy to dismiss younger generations' demand for more productive tasks and even acknowledgement of their value from day one on growing up in the age of e-mail, cell phones and on-demand television, many of the Traditionalists were probably saying the same thing about the first Baby Boomers entering the workforce. Perhaps it is not necessarily different values that can lead to conflicts when generations interact so much as different generational norms or the way in which different generations express themselves.

In much the same way that those who grew up during the Great Depression tend to be concerned with money throughout their lives more than other generations, technologies, major historical events and evolving social norms can impact the attitudes, beliefs and habits of people. Essentially different generations can be defined as their own culture. For example, Traditionalists often prefer to communicate face to face, interjecting anecdotes and sharing stories along the way. Many of these Traditionalists grew up in an era of smaller, tight knit communities where you knew your neighbors if not everyone else in town and most interactions with others were done face to face.

Many interactions for Generation X and Millennials are now virtual through Facebook posts, tweets, e-mails, IMs, Skype or at the very least over the phone. For many younger employees, communications technologies are not seen so much as tools to help make their lives easier as they are an integral part of their lives. Baby Boomers unsurprisingly serve as a transition group between the two ends of the spectrum. Many Baby Boomers

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## Generational Mix in the Workplace - continued

prefer to conduct their business in relatively short, scheduled and timed face-to-face meetings or over the phone. Each different Generation's communications style carries over into their professional lives as well. Conflicts and disputes arise when these different communications styles collide.

Dealing with different generations is best done in the same way as dealing with separate cultures. By understanding where the other person is coming from, self awareness of your own thoughts needs and beliefs, and open communications you may find that new young hire with the nose ring has the same values as you, and the two of you just express and communicate them in a different way.

The Generational Mix in the Workplace Dialogue was part of CADR's Collaborative Conservation and Cooperative Resolution Dialogue Series that is held three times a year. Last year's theme centered around inter-personal communication skills and cultural differences and featured presentations on Conscious Communications and Building Cultural Competency. The next CADR sponsored Dialogue will focus on Organizational Culture and is scheduled for early May in Washington DC. For information on these and other CADR sponsored Dialogues and trainings, please contact your Bureau Dispute Resolution Specialist (BDRS), CORE PLUS Coordinator, EEO Officer, HR Advisor or the CADR staff. The CADR Office and IDRC would be happy to work with any field or regional office that would be interested in bringing these Dialogues out into the field.

## Environmental Conflict Resolution in DOI

### DOI Reported Use of ECR to OMB/CEQ

2006 Cases:  
**20**

2007 Cases:  
**46**

2008 Cases:  
**81**

2009 Cases  
**92**

On November 28, 2005, the Director of the Office of Management and Budget (OMB), and the Chairman of the President's Council on Environmental Quality (CEQ) issued a policy memorandum on Environmental Conflict Resolution. The joint policy statement directed agencies to increase the effective use of and institutional capacity for Environmental Conflict Resolution and report annually, to OMB and CEQ, progress made during the previous year.

The Department of the Interior uses Environmental Conflict Resolution (ECR) and collaborative problem-solving processes to engage other government agencies, partners, organizations, communities and the public to find workable solutions to complex natural resources and environmental

issues. ECR is a way to engage stakeholders in the decision-making process, thereby leading to better and more collaborative decisions and reducing the potential for litigation. While DOI had been engaging in some manner of collaborative processes for years, there was little tracking of usage of these processes.

The OMB/CEQ memo, for the first time, required tracking of the use of ECR in carrying out the Bureaus' respective missions. In

response to the OMB/CEQ memo, DOI bureaus reported 20 cases meeting the definition of ECR in CY2006, with 46 cases reported in 2007 and 81 reported cases in CY2008. The growth in reported cases indicates that DOI managers are increasingly turning to professional facilitators and mediators to help engage the public in our decision-making processes and thereby reduce the potential for future conflict. Government-wide, ECR cases rose from 320 reported cases in 2007 to 419 reported cases in 2008, mirroring the growth trend seen in DOI's reports.

With the January 2009 issuance of the President's Memo on Open Government and Public Participation, increased utilization of available and emerging technologies and increased focus on American energy independence, green and renewable energies and America's great outdoors, it is expected that reported cases will continue to increase as more Federal agencies engage in ECR practices and Federal agencies already engaging in such practice continue to implement ECR and collaboration practices.

DOI bureaus are using ECR in a variety of situations to support their respective missions. Land managers have reported a great deal of success using impartial third parties, such as facilitators or mediators, to help design collaborative processes to include meaningful input from diverse interests in making decisions and to help resolve conflicts involving external stakeholders. DOI's report includes examples of bureaus using these collaborative processes for land management planning and in carrying out the requirements of the National Environmental Policy Act (NEPA). These processes may also involve the use of Federal Advisory Committees to inform agency actions, such as DOI's Resource Advisory Committees. DOI bureaus also report using ECR in a variety of other situations, including policy development, permit issuance, and the promulgation of regulations.

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## Environmental Conflict Resolution in DOI - continued

DOI bureaus also reported impediments to the use of ECR such as limited resources to support collaborative processes and a lack of knowledge about ECR processes and the benefits of using this approach. DOI's CADR Office and the bureau representatives on the Interior Dispute Resolution Council (IDRC) are tasked with addressing these concerns and barriers, and reporting progress in overcoming these institutional and structural barriers to the use of ECR and collaborative problem-solving. The increased reporting on usage of ECR by all bureaus in DOI is one indicator that information about ECR and understanding of its benefits are improving along with our capacity to generate responsive data for the annual report to OMB/CEQ. Consistent with the President's January 21, 2009 Memorandum committing that the Federal government will be more open, transparent, participatory and collaborative, DOI can build on our past experiences of using ECR and collaborative problem-solving processes and continue to expand and improve our use of public participation tools to more effectively carry out the mission of the Department.

### 2010 CORE PLUS Annual Training Workshop

The CORE PLUS community of DOI came together on January 12th—14th for the third annual CORE PLUS Training Workshop sponsored by the CADR office. Over 90 employees from throughout the Department, representing all DOI bureaus and all aspects of the CORE PLUS Community (CORE PLUS mediators, CORE PLUS Coordinators, Bureau Dispute Resolution Specialists, EEO Specialists, HR Managers as well as the CADR Office, Senior Counsel for CADR, Associate Solicitor for General Law, Director of the Office of Human Resources and Director of the Office of Civil Rights) came to Jacksonville, Florida to share their experiences, discuss the vision and status of CORE PLUS, and to enhance their conflict management and dispute resolution skills. The third annual workshop was the largest yet. The agenda built on the two previous CORE PLUS Training workshops.

CORE PLUS was designed to be consistently implemented throughout DOI in a coordinated effort between bureaus and offices and with shared leadership provided by the CADR Office in partnership with the Solicitor's Office, the Interior Dispute Resolution Council of Bureau Dispute Resolution Specialists, and the Office of the Secretary's Offices of Human Resources and Civil Rights. CORE PLUS provides all employees and managers with options, tools and assistance to address their needs and individual situations regardless of where they work in DOI. CORE

#### Upcoming CADR Sponsored Training Opportunities

##### Public Participation

May 3rd—7th  
Doug Sano  
Arlington, VA

##### Government to Government Relations

US Institute for Environmental Conflict Resolution  
June 15th—17th  
Arlington, VA

##### Basic Facilitation Skills

US Institute for Environmental Conflict Resolution  
June 29th—30th  
Arlington, VA

##### Multi Party Negotiations

US Institute for Environmental Conflict Resolution  
August 17th—19th  
Arlington, VA

For more information, contact your BDRS

PLUS promotes a shared responsibility for managing conflict in the workplace and encourages better communication and employee engagement to address any workplace issue or concern at the earliest opportunity and the lowest possible level. Seeing conflict as opportunity and giving every employee the tools to produce positive results out of conflict is at the heart of the CORE PLUS vision.

The first CORE PLUS Training Workshop was held in January 2008 in Albuquerque, New Mexico, and focused on DOI's vision, design and plans for implementing an integrated conflict management system (ICMS) throughout all of DOI's offices and bureaus in all parts of the country. Participants included not just the CORE PLUS roster members and coordinators but also their partners from the Offices of Human Resources and Civil Rights and the employment attorneys from the Solicitor's Office. This kickoff to the DOI CORE PLUS system for managing conflict in the workplace was the culmination of several years of hard work involving bureau and office representatives in a facilitated collaborative process to design and then plan for implementation of a one-Department approach to creating a culture of employee engagement where we proactively manage conflict and resolve disputes in the workplace.

The 2009 Workshop, held in San Antonio, Texas, focused on operational procedures and addressed the challenges of

making a one-  
Department



## 2010 Annual CORE PLUS Training Workshop – continued

system function consistently in 8 different bureau structures and cultures. Participants were limited to CORE PLUS managers, coordinators and roster members, some of whom come from the HR, EEO and Solicitor's Offices. The agenda included two days of facilitated large group discussion, small group exercises, and one day of advanced skills training for CORE PLUS neutral service providers, including the use of assessment tools, facilitation skills for managing conflicts in groups, and advanced mediation skills for EEO cases.

The 2010 CORE PLUS Annual Training Workshop followed a similar format to the two previous events, with two days for group discussion and shared education on key policy and process issues, along with a full day of advanced skills training options. This year we were able to introduce the new Senior Coordinator for CORE PLUS, Richard Fields, who joined the CADR office in late December. We were also fortunate to have Deborah Katz, the Director of Collaborative Strategies of the Transportation Security Administration (TSA) open the workshop with a talk about the value of an ICMS approach, such as CORE PLUS at DOI and the Model Workplace program at TSA. Ms. Katz shared her insights and experiences in advancing conflict management competency to truly impact the culture of an organization and to help improve the effectiveness, productivity and ability of an organization to meet its mission. Ms. Katz provided examples of TSA's efforts to institute an ICMS throughout its 400 locations, as well as achievements and struggles along the way. Additionally she provided attendees a vision of what a fully Integrated Conflict Management System will look like. Building on this inspirational speech the remainder of the first day was focused on the essential skills for conflict managers that go beyond the roles of dispute resolution service providers.

Over the next 2 days, the workshop covered key topics and issues identified during the prior year with a heavy focus on the consultation role played by everyone in the CORE PLUS community. There was discussion about the roles, responsibilities and skills of the individuals who get the first calls or visits from managers and employees with a concern or request for information. In addition scenarios were used to explore the types of issues faced by neutrals dealing with confidentiality and ethics matters, and the referral of employees and managers to other sources of information or assistance such as the Employee Assistance Program, an HR specialist or an EEO counselor. Once again the workshop provided attendees with the opportunity to choose their own full day of advanced skills training from several options: *Advanced Mediation Skills: Dealing with Impasse, How to Prepare for and Have Difficult Conversations, Conflict Management Skills Training: Getting to the Core of Conflict* and *Advanced Consultation Skills*. As in prior years, the CADR Office will repeat the advanced skills training sessions at different times and locations during the remainder of the year to allow more opportunities for free advanced skills training.

The workshop ended on a high note with a presentation by Angie Graziano, the BDRS for FWS, on a proposed CORE PLUS Integrated Communications Strategy. Angie laid out the proposed plan, took questions and suggestions, and engaged the participants in small group work to further develop and refine the strategy and identify critical needs and challenges that must be addressed by the strategy. A team was formed to continue the communications project and anyone interested in assisting on this effort should contact Angie via email at:

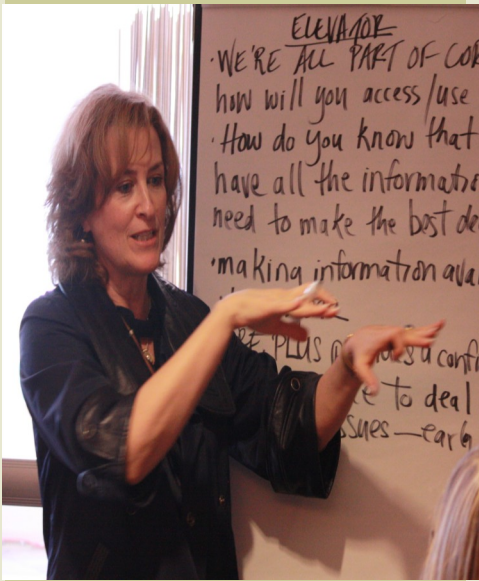
[Angela.Graziano@fws.gov](mailto:Angela.Graziano@fws.gov).



The evaluations of the third annual CORE PLUS Training Workshop tell us this was possibly the best CORE PLUS Training Workshop yet. The discussions and products developed during this Workshop advance our efforts to build and maintain the best possible conflict management system for DOI. The commitment and dedication of the CORE PLUS community is seen and felt during this annual event. Sharlyn Grigsby, the Director of Human Resources, and Sharon Eller, the Director of Civil Rights, acknowledged and thanked the workshop participants for their enthusiasm and dedication to CORE PLUS and for their commitment to continuous improvement not just in their individual skill level as conflict management experts but for their active engagement in refining and improving CORE PLUS for the benefit of all DOI employees. Congratulations to every CORE PLUS workshop participant on another successful workshop

and thank you to all of your supervisors for supporting your contribution to this effort!

## 2010 Annual CORE PLUS Training Workshop – continued



### *The Perry Mason Effect*

How do people change their minds? Perry Mason gave us the wrong idea. Way back when I was young, my family sat each week in front of the black and white TV to watch the show. Life was simpler then – with only three channels and no remote, deciding on the program was easy.

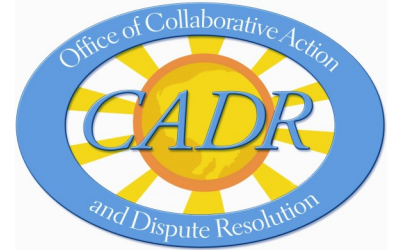
Every week it was really the same show. Our private investigator, Perry Mason, spent the first 45 minutes (minus a few commercials) developing the case. Then, in the last fifteen minutes he put a witness on the stand and badgered this person until he or she collapsed. "You're right. I killed them all." The next week, we filed into the living room again, to watch the same scenario with different actors and a different stage set.

From this we all learned how to change someone's mind: Keep at it until they fold. I was reminded of this a couple of times this week. Once in a mediation I conducted, another at my own kitchen table. We need time to process new information we have heard, to reflect, to decide what makes sense, let go of old beliefs, sometimes to save face. A person is much more likely to hear what we have to say and incorporate new thinking if they have time to think for themselves. Talk it out and take a break. Come back later to see what shifts might have happened, in their thinking. Or maybe even in your own.



All photos courtesy of Lee Fuhrman

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Saman Hussain	Conflict Management Specialist	202-327-5319	Saman_Hussain@ios.doi.gov

### Office of the Solicitor

Name	Position	Phone	Email
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Jackie Jackson	Attorney/Advisor CADR	202-327-5347	Jacqueline.Jackson@sol.doi.gov

### Bureau Dispute Resolution Specialists

Bureau Dispute Resolution Specialist (BDRS) from each bureau sit on the Interior Dispute Resolution Council. To find out more about conflict management, collaboration, and ADR in your bureau, contact your BDRS listed below.

Bureau	BDRS	Phone	Email
<b>BIA/BIE</b>	Michele Singer	505-563-5415	Michele.Singer@bia.gov
<b>BLM</b>	Matt Magee (acting)	202-254-3326	Matthew_Q_Magee@blm.gov
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